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REGIONAL DEVELOPMENT PROGRAM

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REGIONAL DEVELOPMENT

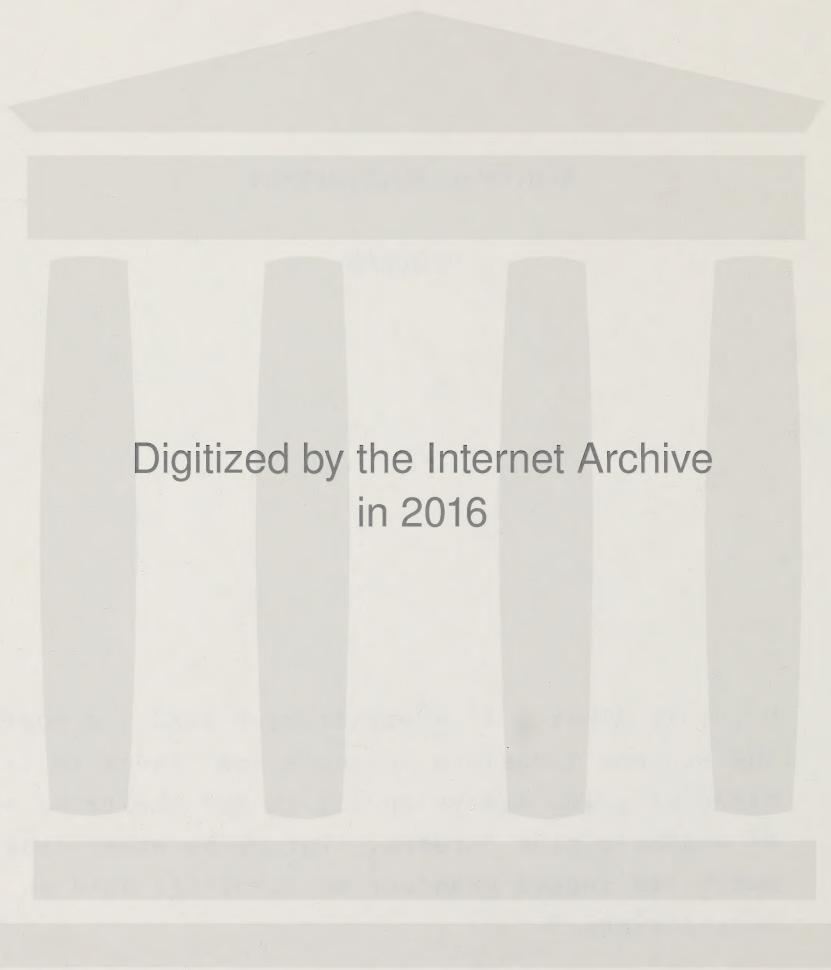
PROGRAM

" ... My Alberta is a magnificent land - a magic land. The seasons transform spring's new leaves to fall's blaze of gold, always ending in the sheltered silences of winter's pine forests. For me no other land can match its rugged grandeur or rival its hold on heartstrings."

James G. MacGregor -

A History of Alberta

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REGIONAL SERVICES PROGRAM

FOR RURAL-URBAN ECONOMIC DEVELOPMENT - 1975

Department of Industry & Commerce

Regional Services Branch

This program is sponsored by the Department of Industry and Commerce and is directed at improving the economy of towns and cities in rural Alberta.

It is a primary objective of the Department of Industry and Commerce to achieve a viable long term economic base for rural communities. It is towards this objective that the Regional Industry and Commerce program will direct its energies and resources. The program will:

- Provide opportunity and incentive to Albertans to participate in economic development of the province.
- Provide more and better jobs and in so doing, give Albertans a broader opportunity to earn a good living in smaller communities.
- Eliminate population and economic erosion in rural areas.
- Help communities help themselves in providing an improved socio-economic life quality.
- And in total will work towards establishing a viable long term economic base with better balance between rural and metropolitan communities.

THE JOURNAL OF THE AMERICAN MEDICAL ASSOCIATION

Published by the American Medical Association
535 North Dearborn Street, Chicago, Ill. 60610
Subscription price, \$5.00 per annum in advance

The Journal of the American Medical Association is a weekly publication of the American Medical Association. It is the only medical journal published in the United States that is read by the majority of the medical profession. It is a journal of the medical profession for the medical profession.

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To achieve these goals several strategies will be employed, which we have identified for internal purposes as follows:

1. Rural/Urban Economic Development
2. Small Town Economic Development
3. Industrial Development
4. Communication of Opportunities
and Government Services
5. Special Projects

- I. The 'key result' area for providing breadth to our economic base is stimulating community growth. Thus the first part of our plan deals with the local activity RURAL/URBAN ECONOMIC DEVELOPMENT

Our strategy on this activity will be to activate communities in a self-help program directed towards attracting new industry and commerce and the expansion of existing industry and commerce.

Our tactics are to work with and assist the communities to complete the following:

1. Establish long term community goals.
2. Complete an economic study of the area. This is to be carried out as a co-operative effort between the communities themselves, our department, and the Provincial Planning Branch.
3. From the economic study, we will then list in priority an inventory of opportunities on which the community can take action. These will often be very basic things such as the need for a plumber, drug store, etc.

Also, there will emerge in many communities a list of logical secondary manufacturing types of opportunities which can be translated into a prospect list. As an important part of this analysis we are preparing a series of models which will describe for various sized towns, the optimum industrial/commercial development situation.

4. Committees for the local area will be established. Some communities will be able to afford an economic development officer on a full time basis while in others there will be a volunteer businessman or group of men.
5. Finally - an action plan for individual communities will be created and adopted officially by the Town or City Council. This will see the communities actively doing those things necessary to stimulate their own economic situation. The type and source of government assistance required to achieve the community objectives will be identified and then provided for. As example, these could be: loans from A.O.C., Dree grants, infrastructure assistance, airport assistance. We would also actively encourage the development of the specific opportunities identified by bringing these to the attention of potential investors, businessmen, professional people, etc.

Target Communities

The following communities will be targets for our activity in 1975. This list will be expanded as towns become interested and as the program unfolds. (It is not our intent to omit any town).

REGION 1

Medicine Hat
Redcliff
Bow Island
Taber
Milk River
Oyen
Brooks

REGION 2

Lethbridge
Coaldale
Cardston
Claresholm
Pincher Creek
Vulcan
Magrath
Raymond
Picture Butte

REGION 3

High River
Canmore
Drumheller
Strathmore
Okotoks
Cochrane
Airdrie
Hanna

REGION 4

Camrose
Carstairs
Didsbury
Olds
Sundre
Innisfail
Red Deer
Rocky Mtn House
Rimby
Three Hills
Trochu
Ponoka
Wetaskiwin

REGION 5

Camrose
Stettler
Viking
Hardisty
Coronation
Wainwright
Provost

REGION 6

St. Paul
Bonnyville
Elk Point
Lloydminster
Grande Center
Two Hills
Vermilion
Vegreville
Smoky Lake

REGION 7

Redwater
Westlock
Barrhead
Athabasca
Slave Lake
Devon
Leduc
Morinville
Stony Plain

REGION 8

Edson
Hinton
Mayerthorpe
Entwistle/Evansburg
Drayton Valley
Whitecourt

REGION 9

Grande Prairie
Hythe
Beaverlodge
Sexsmith
Valleyview
Spirit River
Fairview

REGION 10

Peace River
Grimshaw
Falher
McLennan
High Prairie
Manning
High Level

II. Now the foregoing community work really applies only to a good sized town or city. However, there are many smaller communities in the province that need help too. They don't have to wither up and die; thus part two of the plan SMALL TOWN ECONOMIC DEVELOPMENT.

To meet this problem, we have developed a strategy which we are very hopeful of succeeding. As a matter of fact, of all our activities this is perhaps the most interesting. Why? Well, because tiny communities have been drying up all over the place and the so called experts have been predicting their demise for several years. Well, we disagree with the experts for the most part - with one condition - that the communities are willing to work hard themselves to reverse the trend.

One of the important inputs for information for this part of the program comes from the "Task Force Project" on urban development going on in Southeastern Alberta.

Our strategy to help the smaller communities is to co-ordinate groups of 5 to 10 small towns in joining together to undertake economic and infrastructure development programs.

Our specific tactics will be to:

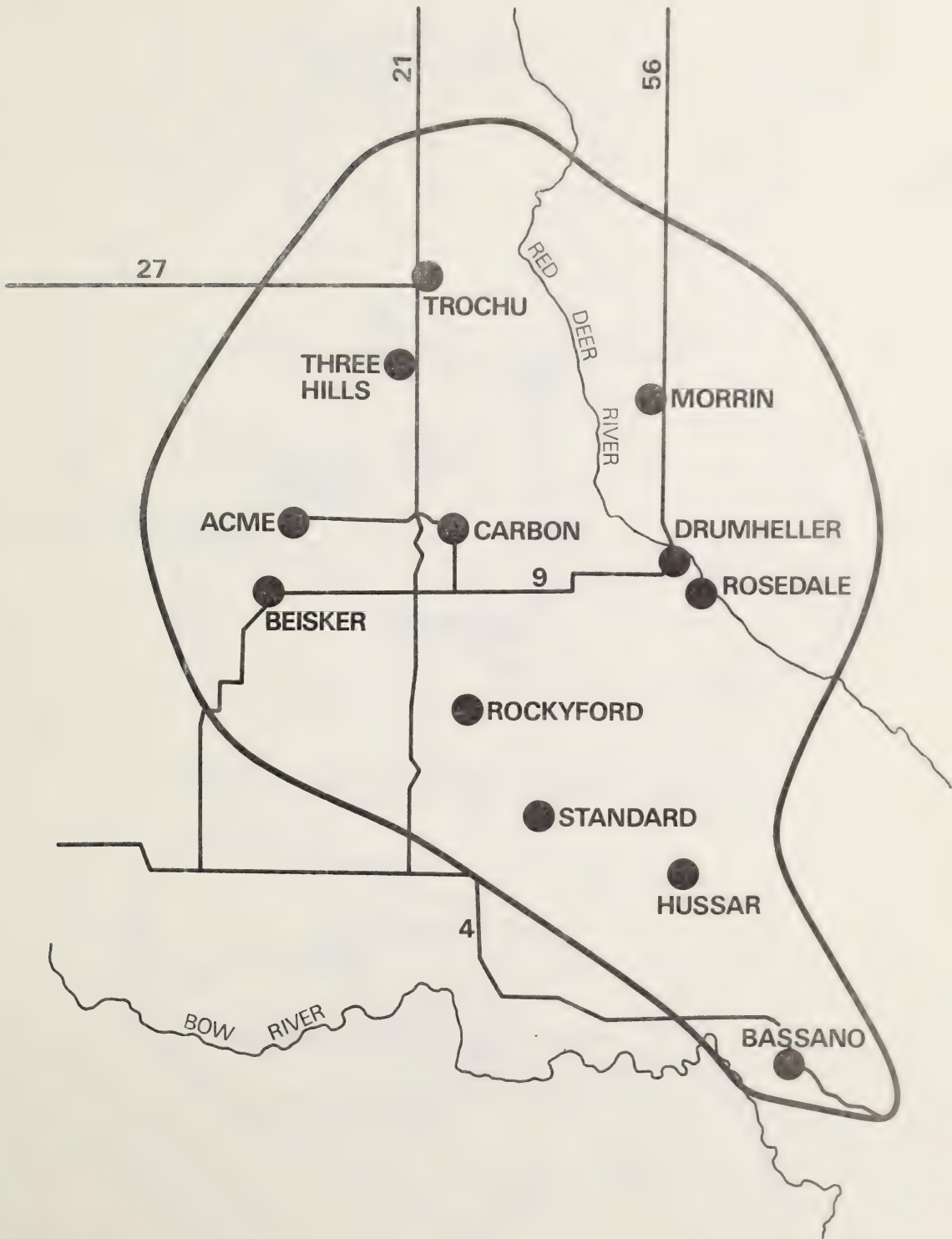
1. Organize communities with a trading area into common economic units;
2. Take inventory to determine economic and social needs;
3. Encourage the appointment of a full time project co-ordinator who will reside within the project area.

4. Establish a development program based on area needs as a shared project between our Economic Development Representatives, the Project Co-ordinator and Local Development groups.

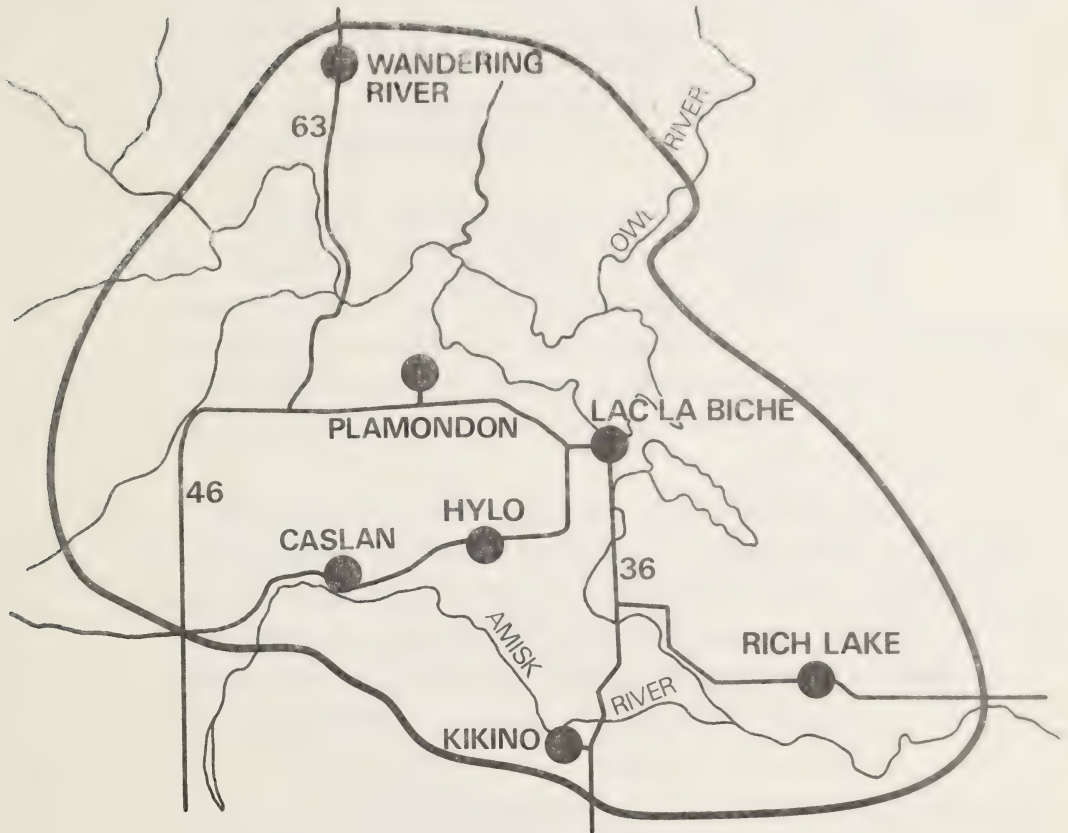
The maps on the following pages are the Task Force Project areas which we will use as models for additional projects we have in mind. For instance in Project Area I, over the past ten years, there has been population and economic erosion, (Project Area I excludes Drumheller) and without really getting down to the facts, one might wonder if anything can really be done, short of massive financial assistance, to assist communities such as these. This assumption is totally incorrect, because over these past ten years, if only 160 jobs had been created through a development program -- no erosion -- of population or economy would have occurred. Between these 11 communities that's only an average of 1.5 jobs per year, and that's not what we would call an impossible task nor one which will cost a lot of money. Regarding money, we estimate that it will cost \$20,000 per year per project, really not an expensive endeavour considering the magnitude of what we hope to achieve.

In 1974 Lac La Biche was added as Rural Development Project #2 and the Crowsnest Pass will be implemented early in 1975. As many as 3 more projects may be added depending on the success of these three.

RURAL DEVELOPMENT PROJECT 1



RURAL DEVELOPMENT PROJECT 2



RURAL DEVELOPMENT PROJECT 3



III. While industry will not spring up like spring crocuses all over rural Alberta, we believe that by providing an alternative to Edmonton and Calgary, an increasing number of firms will choose the rural way of life. To provide assistance and stimulation we come to part three of the program REGIONAL INDUSTRIAL DEVELOPMENT.

Our total department strategy in industrial development will be based on a province-wide opportunity inventory, community surveys and commodity industry sector feasibility studies. From these studies will emerge a priority list of feasible industries which we will cultivate.

The Regional Services job in this will be to communicate opportunities to existing manufacturers in rural Alberta, prepare communities for industrial development, assist communities in preparing data for industrial clients and assist industries in their start-up year.

To give us perspective and a sense of priority in our quest for industrial expansion, we have initiated a project called the OPPORTUNITY INVENTORY.

We will identify those gaps in the Alberta industrial/commercial structure which, if filled, would provide viable economic expansion of the province.

From this inventory we will obtain a:

1. List of Alberta firms capable of expansion.

2. List industrial/commercial gaps that must be filled by firms located outside Alberta.
3. Catalogue of existing Alberta products identifying import replacement potential.

And will:

4. Identify and rank export potential for Alberta firms.
5. Identify problems that must be solved for industrial/commercial prospects to facilitate Alberta location.

Within each regional area we are doing a 'Feasibility Study' of one industry which could locate in the area. Prospecting will commence upon completion of the study.

Also within each Regional Area we are doing a study of 2 or 3 expansion industries. That is, industries which have the management and market potential that would allow expansion. Following the study the material will be introduced to the respective industry and some plan of action agreed to.

IV. Considering all the things that this program must do, informing the public is going to be a major responsibility COMMUNICATIONS.

The Regional Services program will be a primary instrument through which economic development communication will flow to the Alberta public, to industry and commercial firms, to communities, and to students in our schools.

To Industry and Commerce firms we will

communicate specific industrial and commercial opportunities and the government services and facilities which may be used to assist expansion and new development.

Our tactical plans are to:

- (a) Provide specifics of industrial and commencing inventories.
- (b) Dispense promotional materials.
- (c) Provide information as to our services - Regional Offices to handle enquiries, organize visits, provide information on communities , assist in feasibility studies.
- (d) Describe related government services and facilities and how to use them through audio-visual presentations. Included in our presentations, the following are some of the agencies and departments we will discuss:

- Research Council

- Export Program

- Dree

- A.O.C.

- Federal Industry & Trade
and Commerce Programs

- (e) Import replacement information
- (f) Trade Fair - assist

To Communities we will

Prepare and disseminate effectively, information to Chambers, municipal governments, service clubs, Local Development Companies and individuals to illustrate how economic development takes place, what government assistance is available and how to take an active role.

Our Specific tactics will be through

- (a) Promotion - brochures and written material
- (b) Service - full information service at Regional Offices and Central Office
 - public speaking
 - individual contact
 - audio-visual material
 - newspapers and T.V. feature stories and programs
- (c) Training - organized seminar programs by Economic Development Representatives

To Schools

The Alberta Chamber of Commerce has introduced a program that we expect will

- (a) result in a high level of knowledge of how business operates
- (b) will attempt to remove the poor image business is perceived in
- (c) will show students government assistance available, including its goals and objectives.

Mr. Rene LeBlanc has been hired to implement this program.

Tactics

- (a) Brochures showing programs and facilities
- (b) Information on how government and business work together.
- (c) Encourage entrepreneurial spirit of graduating students.
- (d) Participate in career night displays, etc.
- (e) Information service on resources and industry in their area.

Intra-Inter Government

Provide a co-ordination service to all associated sections within I. & C. for I.T. & C. and as required the Departments of Rural Development, Northern Development so as to enhance communications and avoid duplicate and parallel organizations.

Tactics

Our specific tactics will be to: -

- (a) Provide an information booklet to government branches outlining
 - Objectives
 - Programs
 - Officers names and addresses
- (b) Develop close personal contact with other branches and departments at both field and head office levels.

To Local Important Contacts

Since communities tend to be led by a small number of aggressive persons, our program will provide a communicating link to and from these individuals.

- Bank Managers
- Utility Managers
- Railroad Representatives
- I.D. Committees
- Chambers of Commerce
- Commissioners
- I.D. Officers
- Real Estate Firms, etc.
- District Agriculturist

Tactics

- (a) Continuous personal contact by Economic Development Representatives
- (b) Printed material re: objectives, location of offices, names of Economic Development Representatives and programs

Through this regional program we intend to develop a presence in the local community that will result in our Economic Development Office becoming a 'place to go' and get information on a variety of government services and agencies. But to avoid parallel federal organizations being established, we will become the field economic development organization for Industry, Trade and Commerce and Dree, as it pertains to industry and commerce matters.

The main ingredient to achieve success in this type of activity is good people. In planning and staffing our organization we have made excellent progress which brings us to the next stage of explanation of our program ORGANIZATION

To carry out the tasks, we have organized the branch into a network of regions, each of which have and Industry and Commerce office. These offices are staffed by a qualified Economic Development Representative and a secretary.

The office locations are as follows:

- | | | | |
|--------|----|---|----------------|
| Region | 1 | - | Medicine Hat |
| | 2 | - | Lethbridge |
| | 3 | - | Calgary Rural |
| | 4 | - | Lacombe |
| | 5 | - | Camrose |
| | 6 | - | St. Paul |
| | 7 | - | Edmonton Rural |
| | 8 | - | Edson |
| | 9 | - | Grande Prairie |
| | 10 | - | Peace River |

The management and support staff are located in Edmonton.

In addition to these regions will be the local Project Areas, headed by a Project Director. As mentioned we expect 3 of these Project Areas to begin with, but will expand this depending on their success.

Who to call

REGIONAL OFFICES

Mr. R.H. Blake
Supervisor - South
905 J.J. Bowlen Building
620 - 7th Avenue S.W.
Calgary, Alberta T2P 0Y8
Telephone: 268-8430
Secretary: Mrs. Hankel

Mr. Wm. McCallum
Ind. Development Co-ordinator
905 J.J. Bowlen Building
620 - 7th Avenue S.W.
Calgary, Alberta T2P 0Y8
Telephone: 268-8430

Mr. R. Clark
Economic Development Representative
905 J.J. Bowlen Building
620 - 7th Avenue S.W.
Calgary, Alberta T2P 0Y8
Telephone: 268-8430
Secretary: Miss J. Stewart

Mr. E.E. Dicknoether
Economic Development Representative
Provincial Building, P.O. Box 99
Lacombe, Alberta T0C 1S0
Telephone: 782-6711
Secretary: Mrs. M. Marston

Mr. D. Stanford
Economic Development Representative
#317 770 - 6 Street S.W.
Medicine Hat, Alberta T1A 0G9
Telephone: 527-8861, Ext. 33
Secretary: Ms. D. Thane

Mr. J. Motherwell
Economic Development Representative
4910 - 52 Street
Camrose, Alberta T4V 2V4
Telephone: 672-5312
Secretary: Mrs. A. Grams

Mr. C.E. Whyte
Economic Development Representative
740 - 4 Avenue S.
Lethbridge, Alberta
Telephone: 329-0117
Secretary: Mrs. S. Merchant

Mr. R. Pyne
Economic Development Representative
P. O. Box 1688
St. Paul, Alberta T0A 3A0
Telephone: 645-4475, Ext. 18
Secretary: Mrs. A. Lenzion

Economic Development Representative
Provincial Building, P.O. Box 2490
Edson, Alberta T0E 0P0
Telephone: 723-3343, Ext. 41
Secretary: Mrs. V. Daniel

Mr. D. Toews
Economic Development Representative
#101 Provincial Building
9934 - 99 Avenue
Grande Prairie, Alberta T8V 1B9

Telephone: 532-0500, Ext. 25
Secretary: Mrs. C. Fedoretz

Mr. J. Bunting
Economic Development Representative
Provincial Building, P.O. Box 641
Peace River, Alberta TOH 2X0

Telephone: 624-1528
Secretary: Mrs. Carol Hutton

EDMONTON OFFICE

1529 Centennial Building
10015 - 103 Avenue
Edmonton, Alberta T5J OH4
Telephone: 427-3440

K.H.G. Broadfoot
Executive Director

R. Flis
Project Director

J.E. Wright
Supervisor - North

R. Stringham
Site Selection Representative

V. Hartfield
Economic Development Representative
Edmonton Rural

Mrs. P. McOrmond
Administrative Assistant

Miss. J.K. Wakal
Secretary

Miss S. Tate
Secretary

V. SPECIAL PROJECTS

- . Downtown Redevelopment - A pilot project in Lacombe to examine the feasibility of downtown renewal in rural Alberta. Involves the four components of parking, government offices, retail shopping space and a town square. Completion of project is expected by June.
- . Industrial Land Banking - A study to consider assistance to communities to bank land and pay for utility improvements for industrial development. Through this method, environmental considerations can be examined before the fact, prices can be kept down and delays caused by rezoning and other government requirements reduced. Expected study completion date is April.
- . Business Training - Through Advanced Education and Alberta Manpower, a number of business training courses will be offered to rural businessmen in late 1975.
- . Mainstreet Program - The Devonian Institute, after establishing a pilot project last year, has launched a province-wide program to provide assistance. There is no limit to the number of towns that can participate.

The purpose is to provide two-thirds financing of Mainstreet and town entrance beautification. Regional Services personnel are assisting in the implementation of this program.

In conclusion, it is expected that all the departments will be involved in the process including some federal departments. For the purposes of brevity here however, the following interrelationships will be extremely important

ALBERTA OPPORTUNITY FUND

1. Promotion of A.O.C. to be done by Economic Development Representatives augmented by A.O.C.'s own program.
2. Application origination - Assist companies in obtaining and filling out application forms. Motivate companies to use A.O.C. facilities.
3. Preliminary interview - The Economic Development Representatives will determine what he wants to do and is able to do
 - Assist in application completion
 - Supply A.O.C. any background information
4. Progress Reports
5. Respond to requests from A.O.C. for additional data
6. List in phone book under Industry and Commerce

RESEARCH COUNCIL

1. Use their services to assist our prospects in their development
2. Use the Research Council for industrial engineering service for new industry.
3. Inventions - screening can be requested from Research Council

FEDERAL - INDUSTRY, TRADE & COMMERCE

The Regional Services program will assist Industry, Trade and Commerce as follows:

- Economic Development Representative is prime contact in field for I.T.C. matters
- Communicates I.T.C. programs
- Assists in setting up meetings and visits for I.T.C. experts
- Suggest changes to Industry, Trade and Commerce program
- Assist in Trade Fair nominations and preparation

We will be their field organization using Industry, Trade and Commerce programs to assist Albertans.

